

MASTER OF BUSINESS ADMINISTRATION

Molinaro 344 • 262-595-2020 • Keyword: *MBA*

Professors:

Norton, Ph.D.; Rajan, Ph.D.; Sounderpandian, D.B.A.; Wafa, Ph.D.; Wright, Ph.D.

Associate Professors:

Baldwin, Ph.D.; Chalasani, Ph.D.; Crooker, Ph.D.; Gee, Ph.D.; Hawk, Ph.D.; Wang, Ph.D.

Assistant Professors:

Fok, Ph.D.; Kreissl, Ph.D.; Owens, Ph.D.; Manion, Ph.D.; Zameeruddin, CPA, LLM; J.D.; Zheng, Ph.D.

Lecturers:

Cholak, MBA, J.D., CPA; Holmberg-Wright, Ed.D.; Witt, M.S.

Professional Accreditations or Memberships:

The Master of Business Administration Program is accredited by AACSB International – The Association to Advance Collegiate Schools of Business. Only about 25 percent of business programs globally meet the rigorous standards of quality set by AACSB International.

The Master of Business Administration (MBA) Program offered by the School of Business and Technology is designed to give students general management competence and to prepare candidates for successful careers in administrative and policy-making positions. Program focus is on the needs of mature students who have the educational background, experience, and degree of intellectual curiosity essential to graduate-level study. The program is open to master's degree candidates and special students who meet the admission criteria. The program is typically completed in one and a half to four years. To accommodate adults who are employed, MBA courses are offered in the evenings, in an eight-week format, and occasionally on weekends during the academic year and summer.

Graduate Distinction

Students who earn a cumulative graduate grade point average of 3.83 or higher will be graduated with distinction from the MBA program.

Beta Gamma Sigma is the honor society serving business programs accredited by AACSB International. Beta Gamma Sigma faculty members invite qualified business students for membership based on academic excellence.

Goals of the MBA Program

The goals of the MBA program are to provide a graduate education that enhances the knowledge, abilities and skills necessary to assume administrative responsibilities creatively and effectively. The program presumes that a manager must know how to obtain and evaluate relevant information; approach tasks logically, systematically and in teams; analyze problems; arrive at reasonable

generalizations; and act to achieve concrete results. The specific focus of the program is to provide an emphasis on broad concepts and analytical tools. The program seeks to prepare business professionals who will lead their organizations well into the future. It includes examination of the impact of both domestic and global environments on a firm's operation.

Structure of the Program

The MBA program is structured in three components: foundations, required core courses, and electives. The foundations include demonstrated knowledge in fundamentals (through examination or course work). Eight required courses make up the core of the MBA program. The elective courses are offered on a rotating basis, and each student's program must include a minimum of 16 credits of electives.

Foundation Courses

All candidates must have or obtain knowledge of fundamentals in the following areas: accounting, economics, organizational behavior, computers, mathematics, operations management, finance, marketing, and legal environment. The UW-Parkside program offers a graduate-level preparatory foundation course in each of these areas. To waive course work in meeting prerequisites, students must have completed and passed an undergraduate equivalent. Students waived out of a foundation course are not required to take a course in its place.

Foundation Course	Graduate Course	Undergraduate Course
College Algebra		MATH 112 (4 cr)
MBA 701	Accounting (2 cr)	ACCT 201 (3 cr)
MBA 711	Statistics (2 cr)	QM 210 (3 cr)
MBA 714	Intro. Prod/Oper Management (2 cr)	QM 319 (3 cr)
MBA 722	Systems Concepts (2 cr)	MIS 320 (3 cr)
MBA 731	Managerial Finance (2 cr)	FIN 330 (3 cr)
MBA 740	Organizational Behavior (2 cr)	MGT 349 (3 cr)
MBA 751	Marketing Principles (2 cr)	MKT 350 (3 cr)

MBA 772	Legal Environ of Business (2 cr)	BUS 272 (3 cr)
ECON 761	Economics (2 cr)	ECON 120 (3 cr) and ECON 121 (3 cr)

MBA Consortium

<http://www.learn.wisconsin.edu/mba>

In an effort to offer the foundation courses more frequently, an MBA consortium was developed. The participating universities are UW-Parkside, UW-Eau Claire, UW-La Crosse and UW-Oshkosh.

Through this collaborative effort, all of the foundation courses (except Algebra and BUS 772) are offered every semester via the World Wide Web. Some elective courses are also offered through the consortium. See the following website for additional information, <http://www.learn.wisconsin.edu/internetmba>

Required Graduate Courses (16 Credits)

MBA 702	Managerial Accounting	2 cr
	Spring	
MBA 712	Quantitative Methods	2 cr
	Fall	
MBA 715	Production/Operations Management . .	2 cr
	Spring	
MBA 716	Project Management	2 cr
	Fall	
MBA 732	Corporate Financial Management	2 cr
	Fall	
MBA 741	Organizational Theory	2 cr
	Spring	
MBA 752	Marketing Management	2 cr
	Fall	
MBA 796	Advanced Strategic Management	2 cr
	Spring	

Required Course Waivers: A student may be waived out of the required graduate course in the functional area in which the student has completed a major (or equivalent). A student waiving out of a required course must take an additional elective course.

Elective Courses (16 Credits)

- Elective course have included topics, such as:
- Cash Management
- Investments
- Security Analysis
- Shareholder Value Management
- Futures and Options
- Value-Based Management
- Survey of Human Resource Topics
- International Business

- International Marketing
- Employment Law
- Emotional Intelligence
- Crisis Management
- Electronic Commerce
- Business Process Improvement
- Business-to-Business Marketing
- Decision Analysis

All students are required to take a minimum of 16 elective credits. At least one of the elective courses must come from the information systems area. Electives will be offered in 1, 1-1/2, 2, or 3 credit format. Some of them may be offered via the World Wide Web through the MBA consortium.

Transfer Policy

Graduate-level work completed at other regionally accredited institutions may be transferred toward the MBA degree at UW-Parkside, subject to the following provisions:

1. The student must petition for the transfer upon admission to the program. Transfer credit will be formally granted after the student has successfully completed a minimum of 9 semester hours of graduate-credit work at UW-Parkside.
2. A maximum of 12 credits may be transferred.
3. The course/courses that the student is requesting to transfer must form an integral part of the student's proposed program of study.
4. Credit courses transferred must carry a grade of B or better.
5. Permission to take work at another institution for transfer credit after admission to the MBA program must be obtained in advance from the assistant dean's office (Molinaro 344).

Additional Academic Policies

1. Students delaying entry after admission to the MBA program will be covered under the policies and will have to meet the requirements that are in effect at the time at which they complete their first course toward the MBA program.
2. Students are required to file a "letter of intent" indicating their expected date of graduation with the assistant dean at least one semester prior to graduation. A one-time, non-refundable graduation fee must be paid to the Registrar at that time.

Graduate Courses (MBA)

701 Financial Accounting2 cr
Prereq: Math and computer competency. Freq: Fall, Spring.
 A survey of financial and managerial accounting principles, including the preparation and analysis of financial statements, the use of accounting information in decision making and the acquisition and application of accounting information for managerial planning and control.

- 702 Managerial Accounting**2 cr
Prereq: MBA701, ECON 761. Freq: Spring.
 An in-depth analysis of the role of accounting in the successful management of business enterprises; identification of relevant cost and revenue information for managerial decisions; application of analytical reasoning and formal models to various business problems; topics include responsibility accounting, product costing and project appraisal, standard costs and flexible budgeting, relevant costs for pricing, sales and profit analysis, transfer pricing, and measuring divisional performance.
- 705 Advanced Management Accounting**3 cr
Prereq: MBA 702, MBA 712. Freq: Occasionally.
 An advanced course in management accounting focusing on the application of analytical techniques and formal models to provide relevant financial and economic information for management decisions; topics include budgetary planning and control, product costing methods, cost systems for manufacturing, inventory management techniques, segment reports for marketing management, marketing cost effectiveness, pricing decisions, and financial statement analysis. Case studies are used to emphasize the application to practical business problems.
- 711 Statistical Foundations**2 cr
Prereq: MATH 112 and computer competency. Freq: Fall.
 Introduction to descriptive, inferential and analytical statistics; techniques covered include sampling, estimation, hypothesis testing, and simple regression. Satisfies the statistics competency requirement.
- 712 Quantitative Methods**2 cr
Prereq: MATH 112, MBA 711, and computer competency. Freq: Fall.
 Advanced inferential and analytical statistical techniques including sampling techniques, analysis of variance, simple and multiple linear regression, time series analysis, and non-parametric procedures.
- 713 Decision Analysis**2 cr
Prereq: MBA 712. Freq: Occasionally.
 Analysis of difficult decisions using mathematical modeling and sensitivity analysis; the techniques covered include decision trees, simulation, expected utility and multi-attribute utility.
- 714 Introduction to Production and Operations Management**2 cr
Prereq: MATH 112, MBA 711, and computer competency. Freq: Fall, Spring.
 Introduction to the role of operations management in an organization including production processes, linear programming, layout, inventory control, scheduling, project management, and quality assurance.
- 715 Production and Operations Management**2 cr
Prereq: MBA 712, MBA 714. Freq: Spring.
 Through case studies this course will reinforce the concepts and techniques of modern production planning and control. Special emphasis will be given to the use of mathematical programming techniques carried out on computers, and to recent trends such as Just-in-Time, Flexible Manufacturing Systems, Computer-Integrated Manufacturing, and global competitiveness.
- 716 Project Management**2 cr
Prereq: MBA 701, MBA 711. Freq: Fall.
 The basics of project planning and control, PERT/CRM, work breakdown structure, cost control, matrix organization, resource scheduling and leveling, and outsourcing. Project management software will also be introduced.
- 719 Business Research Methods**3 cr
Prereq: MBA 712. Freq: Occasionally.
 An overview of research techniques and methodologies applicable to applied business problems; topics include a review of the general scientific method, the role of theory in research design, measurement and scaling concepts, sampling techniques, experimental design, survey and questionnaire design and analysis, and observational techniques; critiques of business research cases, and students will be expected to write a research proposal relevant to a functional area of business.
- 722 Systems Concepts for Managers**2 cr
Prereq: MBA 701, MBA 740. Freq: Fall, Spring.
 The capabilities, limitations, and applications of computer hardware and software with emphasis on the information needs of management; IS strategic planning, IS project management, database concepts, networking concepts, and basic programming concepts will be studied.
- 723 IT Tools for Managers**2 cr
Prereq: MBA 722. Freq: Occasionally.
 The use of IT tools within a management context; data gathering and analysis tools; explores a variety of other tools, including presentation software and decision support systems.
- 724 Website Development**2 cr
Prereq: None. Freq: Occasionally.
 How organizations use IT resources to implement web strategies; analyze and assess the IT infrastructure used in industries with regard to the organization's IT ability to engage in e-business; some proficiency in using web technologies to design and develop basic web pages.
- 725 E-commerce**2 cr
Prereq: None. Freq: Occasionally.
 E-commerce in general; areas covered include e-commerce technology, developing an e-commerce architecture, business-to-consumer e-commerce, planning for e-commerce, and social implications.
- 726 Globalization and Technology**2 cr
Prereq: None. Freq: Occasionally.
 Describes the issues related to international information systems and reviews the possible solutions that lead to successful international applications.
- 727 Business Process Improvement**2 cr
Prereq: None. Freq: Occasionally.
 Students will identify an organization (or part of an organization) that needs improvement, analyze the current system, investigate possible IT solutions, redesign the current system and propose a plan to move from the "As-Is" system to the "To-Be" system.

- 728 Database Systems Development**.....2 cr
Prereq: None. Freq: Occasionally.
 Database querying, design, creation, developing applications and reports.
- 731 Finance Concepts**.....2 cr
Prereq: MBA 701, MBA 711, ECON 761. Freq: Fall, Spring.
 An introduction to the concepts of corporate financial management; emphasis is placed on understanding both the inputs needed for the decision-making process and how that process is carried out. Topics include financial statement analysis, time value of money, security valuation, cash flow analysis, and capital budgeting.
- 732 Corporate Financial Management**2 cr
Prereq: MBA 731. Freq: Fall.
 The theory and practice of corporate finance; fundamental ideas such as the time value of money and its role in valuation are emphasized; techniques are then applied to major decision areas that face financial managers: cash-flow analysis and capital budgeting, long-term capital financing, capital structure and dividend policy, working capital management financial ratio analysis, and planning and control related to analyzing financial performances.
- 733 Investments**.....2 cr
Prereq: MBA 731. Freq: Occasionally.
 An introduction to financial investments, theoretical and applied valuation techniques, and modern investment portfolio theory; emphasis is on equity and fixed-income securities, although options, futures and other investments are also examined; topics include investment alternatives; organization and functioning of securities markets; efficient market hypothesis; modern portfolio theory; fundamental and technical analysis; bond fundamentals; options, warrants, futures; and investment companies.
- 734 Futures and Options**2 cr
Prereq: MBA 731. Freq: Occasionally.
 Futures, options, swaps, exotic options and financial engineering; emphasis will be placed on equity instruments although short and long-term interest bearing instruments will also be discussed.
- 736 Shareholder Value Management**1 cr
Prereq: MBA 731. Freq: Occasionally.
 Examination of the most popular SVM models in use today, including the free cash flow method, the economic value added/market value added method, and the cash flow return on investment approach; in addition, the course will look at how managers determine the best model for their organizations.
- 737 Cash Management**2 cr
Prereq: MBA 731. Freq: Occasionally.
 This course examines current institutional procedures and practices, and analytical models relevant to short-term financial decisions.
- 738 Security Analysis**2 cr
Prereq: MBA 731. Freq: Occasionally.
 This course will deal with the theory and practice of evaluating securities - both stocks and bonds. The emphasis is on the application of valuation theory to security markets around the world by managing a Stock-Trak account within the suggested guidelines provided in class.
- 740 Behavior in Organizations**2 cr
Prereq: None. Freq: Fall, Spring.
 An introduction to individual and group processes in organizations. Topics include perception, motivation, communication, stress, leadership, decision making, conflict, power, and ethics.
- 741 Organizational Theory**.....2 cr
Prereq: MBA 740. Freq: Spring.
 An examination of traditional and contemporary theories of organizational design. Topics include environments, structures, work design, effectiveness, and strategy.
- 744 Management Techniques**2 cr
Prereq: MBA 740. Freq: Occasionally.
 This course is designed to improve management skills, including stress management, oral and written communication, team building, leadership, motivating and empowering others, and conflict management.
- 745 Crisis Management**2 cr
Prereq: MBA 740. Freq: Occasionally.
 An introduction to the study of organizational crises, which are negative events that may threaten corporate growth and survival; covers a variety of crisis-related issues that affect decision making, communication, emergency planning, organizational learning, managerial moral responsibility, etc.
- 746 International Management**.....2 cr
Prereq: None. Freq: Occasionally.
 Study of cross-cultural approaches and strategies to effectively manage workers in and from different countries and regions of the world; entails in-depth study of global management skills, the impact of advancing technology, complex workplace changes, economic transformations, different cultural contexts, the world economy, and global marketplace. Not available to students with credit in MGT 446.
- 747 Practical Crisis Planning**.....2 cr
Prereq: MBA 740. Freq: Occasionally.
 Project-based course aimed at teaching students how to formulate a crisis management plan for practical application purposes.
- 748 New Venture Formation**.....2 cr
Prereq: None. Freq: Occasionally.
 Explore the process by which entrepreneurs recognize opportunities, plan, and launch new businesses; course involves extensive casework and the development of a start-up business plan as an illustration of principles learned.

- 751 Introduction to Marketing**.....2 cr
Prereq: None. Freq: Fall, Spring.
 An overview of marketing and the marketing process as it applies to business and other exchange situations. The course covers terminology, concepts, theories and methods used in the field of marketing. In addition to economic, social and ethical issues, topics include the functional areas of marketing as practiced in diverse organizations and cultures.
- 752 Marketing Management**.....2 cr
Prereq: MBA 701, MBA 751, ECON 761. Freq: Fall.
 Using case analysis, the course focuses on the various kinds of problems in marketing that the modern decision maker must resolve. The interrelationship of marketing and other business functions is emphasized. Decision areas studied include research, product, distribution, pricing and communication within a variety of organizational settings. Topics include buyer behavior, the macro and international environment, organizational goals, and social/ethical implications of marketing decisions.
- 753 Marketing Communications**2 cr
Prereq: MBA 751. Freq: Occasionally.
 A review of the many aspects of advertising, promotions, and personal selling from the perspective of market management; course content includes development of an integrated marketing communications program as an illustration of principles learned.
- 754 Advanced Marketing Seminar**3 cr
Prereq: MBA 752. Freq: Occasionally.
 An in-depth study of one or more significant marketing issues; emphasis on current publications from scholarly, business and popular media and informal class discussions; students will choose from selected topical areas in which they will conduct detailed research.
- 755 Business-to-Business Marketing**.....2 cr
Prereq: MBA 751. Freq: Occasionally.
 The study of marketing of goods and services to businesses, institutions, and government agencies; emphasis is on decision making, problem solving, and interaction with other functional departments and channel members in delivering quality service to customers; uses case analysis in addressing current marketing problems and issues.
- 756 Buyer Behavior**2 cr
Prereq: MBA 751. Freq: Occasionally.
 Theoretical and applied research and concepts in buying decision processes are covered pertinent to individuals, households, businesses, and other institutions; discussions relating to development, implementation, and evaluation of marketing strategies, including implications for e-commerce.
- 757 Services Marketing**.....2 cr
Prereq: MBA 751. Freq: Occasionally.
 An exploration of the marketing of services as distinct from products; also considers retailing as a form of service delivery to end consumers.
- 758 Pricing**2 cr
Prereq: MBA 751. Freq: Occasionally.
 A study of one of the four "P's" that most directly affects product profitability.
- 759 Product Management**.....2 cr
Prereq: MBA 751. Freq: Occasionally.
 An examination of the process of developing new products and services and managing existing offerings in a competitive market environment; includes many real cases as illustrations of principles learned.
- 772 Legal Framework and Issues of Business**2 cr
Prereq: None. Freq: Fall.
 An examination of the relationship of law to business; examines this relationship from a broad perspective studying the legal impact of all levels of government on all levels of the organization; statutory and case law will be studied in the areas of taxation, antitrust, employment, labor management relations, the environment and consumer protection.
- 776 Federal Taxation and Business**3 cr
Prereq: MBA 701. Freq: Occasionally.
 A study and analysis of the tax consequences and tax saving opportunities that attach to many common business transactions involved in managerial and operational decision making; primary emphasis will be on the federal income-tax law and its relationship to different forms of business organizations; includes the income concept, selection of a business form, property transactions, nontaxable transactions, reorganizations, and accounting methods and periods.
- 786 Human Resource Management**.....3 cr
Prereq: MBA 740. Freq: Occasionally.
 Examination of major areas concerning the management of human resources; topics include employee selection, development and evaluation, compensation, and affirmative action/equal opportunity.
- 790 Special Topics**1-3 cr
Prereq: Dependent on subject matter. Freq: Occasionally.
 An elective course dealing with special topics in the functional areas of business; subject varies but may include topics such as market research, labor/management relations, social responsibilities/ethics, applied multi-variant statistics, management techniques, issues in financial accounting, financial analysis, and information systems evaluation and management. See current course schedule. May be repeated with change in topic.
- 796 Advanced Strategic Management**2cr
Prereq: Any 4 of these 5 courses: MBA 702, 715, 732, 741, and 752. Freq: Spring.
 Focus on strategic management as an essential function for all types of organizations and firms; the study and application of advanced strategic management concepts are emphasized in this capstone course, particularly business-level and corporate-level strategy formulation, implementation, and control.
- 799 Independent Study and Research**.....1-3 cr
Prereq: Within 9 credit hours of MBA graduation, consent of instructor and department chair. Freq: Fall, Spring, Summer.
 In-depth study of an area of special interest to the student within one of the areas of business; requires independent research with advice and guidance of a full-time MBA faculty member. The student must submit a written proposal to a faculty member for approval before registering for this course.